



DEPARTMENT OF THE ARMY
HEADQUARTERS BRIGADE
UNITED STATES ARMY NORTH ATLANTIC TREATY ORGANIZATION
Unit 21420
APO AE 09705-1420

REPLY TO
ATTENTION OF

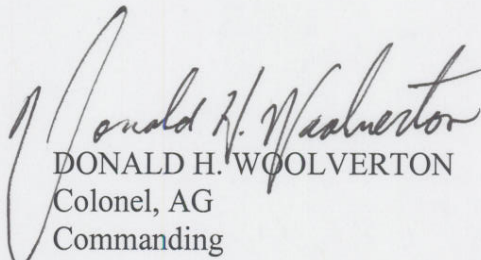
ACSH-C

27 July 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army NATO Brigade (USANATO) Policy Letter #31 – Consideration of Others (CO2)

1. Consideration of Others (CO2) is centered on a comprehensive education program which involves all military and civilian personnel assigned to the command. CO2 is a tool which introduces leaders to a method of cultivating a positive and diverse human relations environment. The purpose of this program is to enhance trust, cohesion, and readiness by ensuring continual awareness of caring as an organizational imperative.
2. The CO2 program consists of actions that indicate sensitivity toward and regard for the feelings and needs of others, and an awareness of the impact of one's own behavior on others. Its intent is to foster and strengthen a positive command climate and to reinforce the importance of trust, teamwork, dignity, and respect for others. All USANATO military and civilian personnel will participate in at least two hours of training every quarter.
3. Commanders may utilize various unit assessment tools to provide training subject matter, and will inherently reinforce the Army's core values of Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage. These tools include, but are not limited to focus groups, sensing sessions, surveys, and significant events that have occurred within the unit.
4. Our two most important duties in the Army are accomplishing the mission and taking care of subordinates. A successful human relations climate is one that maximizes our military and civilian personnel of how their individual actions affect others and the linkage between their actions and their unit's ability to accomplish the mission. The CO2 Program is designed to create, maintain, and sustain an environment of respect and dignity throughout USANATO.
5. The proponent for this policy is USANATO Equal Opportunity Officer, DSN 423-3805 or commercial, 065-44-3805.


DONALD H. WOOLVERTON
Colonel, AG
Commanding